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Chaplain

SPIRITUAL FITNESS PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This publication implements AFD 52-1, *Chaplain Service*. This instruction provides guidance and procedure for the Spiritual Fitness Program. It applies to all United States Air Forces in Europe (USAFE) wings and installations. This instruction does not apply to the Air National Guard (ANG) or Air Force Reserve Command (AFRC) units. Send comments and suggested improvements to this publication on AF IMT 847, **Recommendation for Change of Publications**, to USAFE Command Chaplain Directorate, HQ USAFE/HC, UNIT 3050 BOX 50, APO AE 09094. Ensure that any local instructions or supplements are created in accordance with AFI 33-360 Volume 1, *Air Force Content Management Program-Publications*. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records* and disposed of in accordance with the Air Force Records disposition Schedule (RDS) located at: <https://afrims.amc.af.mil>.

Section A—General Information

1. Purpose. The purpose of this instruction is to define the Spiritual Fitness Program and to develop policies and procedures at the wing or installation level. It addresses the Spiritual Fitness of a wing or installation community. All wing-level chapel programs will develop a Spiritual Fitness Program. The 38th Combat support Wing (CSW)/HC, 501 CSW/HC, and 39th Air Base Wing (ABW)/HC are responsible for developing a Spiritual Fitness Program which includes data from subordinate units. Subordinate units will develop installation-level program plans following guidelines outlined in this instruction. Courtesy copies of program plans will be submitted to HQ USAFE/HC no later than 31 October annually.

2. Spiritual Fitness Program Strategy. The Spiritual Fitness Program is a six-step process designed to identify, validate, prioritize, and resource spiritual fitness requirements at the wing or installation level. Additionally, the program consists of processes for writing, implementing, and evaluating the wing- or installation-level spiritual fitness plan. The approved plan becomes the method by which the Chaplain

Service ensures the spiritual fitness of military members and their families. It defines the programs and resources required to meet the spiritual needs of the community.

Section B—Responsibilities

3. Responsibilities.

3.1. Wing/Installation Chaplain.

- 3.1.1. Develops local operating instructions to implement a spiritual fitness program.
- 3.1.2. Provides needs assessment and resource management training and guidance.
- 3.1.3. Collects program information to create a comprehensive spiritual fitness program plan, which includes:
 - 3.1.3.1. Descriptions of spiritual programs (based on assessment results).
 - 3.1.3.2. A calendar of events.
 - 3.1.3.3. Resource requirement data.
- 3.1.4. The analyzed data forms the basis of the semiannual spiritual fitness briefing provided to senior leadership.

3.2. Superintendent/Noncommissioned Officer in Charge (NCOIC).

- 3.2.1. Provides resource management guidance and training as required.
- 3.2.2. Assists in the development of the spiritual fitness program plan.
- 3.2.3. Maintains a spiritual fitness program plan continuity binder, which includes:
 - 3.2.3.1. Spiritual fitness program development operating instruction.
 - 3.2.3.2. Master copies of surveys, focus group or interview questions.
 - 3.2.3.3. Summary of data collected with trend analysis.
 - 3.2.3.4. Validation documents.
 - 3.2.3.5. Prioritization documents.
 - 3.2.3.6. Resource requirements (appropriated and Chapel Tithes and Offering Fund (CTOF) budgets).
 - 3.2.3.7. Approved spiritual fitness program plan.

3.3. Senior Faith Group Chaplains.

- 3.3.1. Develop a faith group specific spiritual fitness program plan which includes:
 - 3.3.1.1. Faith group specific spiritual requirements based on assessment results.
 - 3.3.1.2. Faith group calendar of events.
 - 3.3.1.3. Faith group resource requirements.
 - 3.3.1.4. Approved faith group specific program plan.

Section C—Spiritual Fitness Program Plan Steps

4. Developing a Spiritual Fitness Program Plan. The following paragraphs describe the steps to conducting a complete assessment of your wing or installation.

4.1. Step 1. Identify spiritual requirements.

4.1.1. Purpose. Collect data from individuals or groups that identify issues affecting the spiritual fitness of a community. Data should be collected from multiple sources to adequately represent the entire community.

4.1.2. Data Collection Methods. Use multiple methods to identify spiritual requirements annually. Other data collection methods may be used as desired. Sample questions are listed at [Attachment 2](#).

4.1.2.1. Surveys. Electronic, hardcopy, or verbal surveys completed by individuals or groups.

4.1.2.2. Focus Groups. Groups of individuals with similar responsibilities and experience levels include housing residents, chapel parishioners, first sergeants, spouses of deployed members, commanders, dormitory residents, etc. Focus groups are conducted as a guided discussion facilitated by a chaplain or chaplain assistant with the purpose of gathering information on the spiritual fitness of the community.

4.1.2.3. Senior Leader Interviews. One-on-one interviews with commanders, command chiefs, group superintendents, etc., that focus on leadership issues effecting the spiritual fitness of the community.

4.1.3. Data Sources.

4.1.3.1. Wing or installation religious demographics.

4.1.3.2. Results of locally-conducted assessments distributed by other functional agencies.

4.1.3.3. Wing mission requirements.

4.1.3.4. Chapel-conducted needs assessments. Data should be obtained from various individuals and groups including at a minimum: chapel parishioners, unit personnel, commanders, first sergeants, housing residents, dormitory residents, family advocacy, and mental health professionals.

4.1.4. Once data collection is complete, conduct a data analysis to identify requirements for improving the spiritual fitness of the entire community. All data should be considered for later validation. The analysis should be a group process involving all available staff members. The results of the analysis can be used as a tool during the validation process. The end result is a list of spiritual requirements developed from the analysis of the assessment data.

4.2. Step 2. Validate spiritual requirements.

4.2.1. Purpose. Ensures all requirements fall within the scope and capability of the wing or installation religious program.

4.2.2. Validation Criteria. Chaplain Service core processes, wing mission, denominational imperative.

4.2.2.1. Chaplain Service core processes. Does the requirement fit one of the Chaplain Service core processes of religious observance, pastoral care, and advising leadership? Issues which traditionally fall under the primary function of another base agency (i.e., Services, Family Support) may not fall under this area.

4.2.2.2. Wing mission requirement. Does the identified requirement relate to the wing or installation's ability to perform the mission?

4.2.2.3. Denominational imperative. Mandatory denominational requirements for worship, liturgies, and rites.

4.2.3. Eliminate invalidated requirements from consideration.

4.3. **Step 3.** Prioritize spiritual requirements. Prioritize validated requirements based on mission success without regard for available resources. Establish a rank order list based on the number of validation criteria met and the intuitive experience and expertise of staff members. The rank order list relates directly to resourcing requirements.

4.4. **Step 4.** Resourcing spiritual requirements.

4.4.1. Purpose. Obtain resources to support validated and prioritized spiritual fitness requirements. Resources include available money, manning, material, and facilities.

4.4.2. Key factors to consider.

4.4.2.1. Authorized and available funding. Consider authorized uses for appropriated and CTOF. See AFI 52-105 V1, *Chaplain Service Resourcing, Appropriated Funds*, AFI 52-105 V2, *Chaplain Service Chapel Tithes and Offering Fund*, and AFI 65-601 V1, *Budget Guidance and Procedures*, paragraph 4.32.

4.4.2.2. Available manpower. Chaplains, chaplain assistants, contractors, volunteers, and special resource personnel.

4.4.2.3. Available facilities. Consider all facilities available on and off base.

4.4.3. Matching available resources with prioritized spiritual requirements.

4.4.3.1. Develop detailed resource estimates for each prioritized spiritual requirement. See paragraph [4.4.2.1](#).

4.4.3.2. Determine the appropriate funding source (appropriated or CTOF).

4.4.3.3. Submit validated and prioritized resource requirements (appropriated fund only) to the wing or installation commander and resource management personnel. Describe spiritual fitness requirements (based on your in-depth analysis), the chapel community's response to that requirement (how you propose to meet this need), the resource estimate for this program, and the impact if resources are not provided.

4.4.3.4. If required, submit unfunded requirements for those items which remain unfunded. Program costs that exceed available funding limits may receive additional funding throughout the fiscal year so be prepared to implement these programs as funding becomes available.

4.5. Develop the spiritual fitness plan. Spiritual fitness plans are developed based on the results of the processes outlined in paragraphs [4.1](#) through [4.4](#). The written plan contains descriptions of programs (designed to meet spiritual requirements), the annual calendar of events, and the approved resource

plans (appropriated and CTOF budgets). Include these requirements in your semiannual spiritual fitness briefing (AFI 52-101_USAFE Sup 1, *Planning and Organizing*, Para 5.).

4.6. **Step 5.** Implement ministry plan. Initiate actions detailed in the spiritual fitness plan.

4.7. **Step 6.** Evaluate ministry plan. Evaluation is a continuous process. Evaluation is conducted by observing ministry activities, capturing feedback from a variety of sources through formal and informal methods, and capturing trends.

4.8. Religious Program Development Cycle. The resource management and Global Ministry (GM) cycles run simultaneously. The approved spiritual fitness program plan is implemented on 1 October.

Table 1. Development Cycle.

Global Ministry	Month	Resource Management
Identify Spiritual Requirements	Feb	
Validate Spiritual Requirements	Mar	
Prioritize Spiritual Requirements	Apr	Develop detailed budget estimates
Resource Spiritual Requirements	May	Submit resource requirements for approval (paragraph 4.4.3.3.)
Write Spiritual Fitness Plan	Jun - Sep	
Implement Spiritual Fitness Plan	Oct - Sep	Collect actual cost data
Evaluate Spiritual Fitness Plan	Continuous	Analyze cost data

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Commander Chaplain

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 52-1, *Chaplain Service*

AFI 33-360 Volume 1, *Air Force Content Management Program - Publications*

AFMAN 37-123, *Management of Records*

AFI 52-101 USAFE Supplement 1, *Planning and Organizing*

AFI 52-105 Volume 1, *Chaplain Service Resourcing, Appropriated Funds*

AFI 52-105 Volume 2, *Chaplain Service Chapel Tithes and Offerings Fund*

AFI 65-601 Volume 1, *Budget Guidance and Procedures*

Abbreviations and Acronyms

CSW—Combat Support Wing

CTOF—Chapel Tithes and Offering Fund

USAFE—United States Air Forces in Europe

Attachment 2

QUESTIONNAIRE SAMPLES

A2.1. Sample Questions for Commander/First Sergeant Interviews.

How do you assess the morale of your unit?

What specific issues could the chapel help you address?

Where would you like to see the chaplain become more involved?

What do you see as the greatest need of your unit personnel?

Would you be interested in attending a senior leadership Bible study?

How can I better advise you on religious or spiritual issues?

Do you believe your unit chaplain cares about your unit?

A2.2. Sample Questions for Parishioner Focus Groups.

What do you enjoy most about coming to the chapel and why?

What religious programs would you like to see offered and why?

How can the chapel better meet the spiritual needs of you and your family?

A2.3. Sample Questions for Written Surveys for Chapel Groups.

What style of worship **BEST** meets your individual needs?

Traditional	Gospel	Contemporary	Praise
Evangelical	Charismatic	Liturgical	Other_____

How would you rate the quality of **worship experience** offered at your chapel?

Excellent	Good	Satisfactory	Marginal	Unsatisfactory
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Comments:

How would you rate the quality of **preaching** offered at your chapel?

Excellent	Good	Satisfactory	Marginal	Unsatisfactory
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Comments:

How would you rate the quality of religious programs offered at your chapel?

Excellent Good Satisfactory Marginal Unsatisfactory

Comments:

What type of programs would you attend if they were offered?

Bible Study Marriage Seminar Singles Youth Men's Group Women's Group

A2.4. Sample Questions for Dormitory Resident Focus Group.

What is the greatest challenge you face in living in the dormitory?

What do you like least about living in the dormitory?

What do you like the most about living in the dormitory?

What problems do single military members face that you would like leadership to know about?

Are there any specific programs you would like to see offered by the chapel?